

ADMINISTRATIVE - INTERNAL USE ONLY

6 DEC 1972

MEMORANDUM FOR: Director of Logistics

SUBJECT : Analysis of Questionnaire Responses - November 1972  
Log Conference

1. In accordance with your request, the responses of all participants have been reviewed and a summary of the results is attached. In addition, we have also drawn conclusions and recommendations from the review which are submitted in the following paragraphs for your consideration.

2. Conclusions:

a. The primary areas of concern to the participants are career management, intraoffice communications and training. Although a variety of viewpoints and approaches are expressed, there is obviously a general opinion that further improvements can be made by the Office of Logistics in these interrelated areas.

b. In the area of career management a strong note of uncertainty appears, and in some cases apprehension, as to the role, functioning, and practices of the Career Panels. The participants are generally aware of the ranking exercises but are suspicious of the secrecy which shrouds criteria used by the panels in their ranking results. Since the details of Panel operation are not generally known, the participants suspect that the Panels may operate in a tradition-bound, impersonal vacuum.

c. The participants tied communications very closely to maintaining a dynamic career service as well as morale. All responses on communications from top OL management were favorable, and most important, the participants feel that the communications flow from top management should include all news of vital interest to Log careerists, whether it is good or bad. There is evidence of an overall weakness in supervisor/employee communications since none of the participants expressed appreciation of this communication category. Improvements are suggested in counseling and performance assessment. Several participants also specifically expressed a desire for close communication ties with their career planners and pointed up the need for such communication channels as an advantage to OL as well as the individual.

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d. "Self improvement" through expanded internal and external training is foreseen by a number of participants as a means of offsetting the effects of further personnel reductions. They feel that such training should be aimed toward development of a highly skilled and versatile work force, and should include a comprehensive job rotation and cross training program. In general, the participants appear to feel that there are new approaches to be taken and improvements to be made in OL training programs, and that management should look at traditional internal training techniques with a view toward some dynamic changes.

e. Several participants took up the matter of Fitness Reports in conjunction with career management. The primary need, however, appears to be for improved supervisor/employee communications above and beyond the traditional annual supervisory report on fitness.

f. The majority of the participants placed the OL "Image" in good standing with respect to the ability to provide support in either normal or abnormal circumstances. In this connection, only 15 of the 73 responding to the question believe that the reduction in overseas jobs has reduced the support ability of OL.

g. No evidence was found to confirm the preliminary opinion expressed by the ad hoc conference panels to the effect that a certain percentage of the participants were "dissatisfied" with their jobs, for various reasons. The participants did, in fact, express criticism of many areas of OL endeavor. Generally, however, these were expressed constructively and from the standpoint of overall OL improvement rather than a personal situation gripe.

h. What was definitely found to prevail throughout the responses was a desire, and even impatience, for changes which will permit the participants to do a better job, make a meaningful contribution, and achieve a greater sense of accomplishment. The fact comes through strongly that the participants are particularly disdainful of maintaining the status quo, and following entrenched supervisory opinions and inflexible traditions.

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1. In summary, the participants were asked to answer the questionnaires honestly and factually and it is concluded that they sincerely tried to tell it like it is. Primarily what they want and need is the same consideration in their jobs -- to be a vital part of the team and to be honestly informed and consulted by top management, intermediate management, and, most of all, their supervisors. Further, the participants, clearly resent the weak performers and deadwood among their peers and managers who are not improving, and believe that such individuals should be counseled and given the opportunity to either show results or go elsewhere. For those who are producing good results, the participants would give them the frequent encouragement, recognition, and training they need and deserve and bring them into the decision making process.

**3. Recommendations:**

It is recommended that:

a. Office of Logistics Division and Staff Chiefs be directed to develop comprehensive and continuing programs for your approval which will be aimed at strengthening supervisor/employee communications and relationships. The ultimate objective of the program should be to develop the team concept by giving employees the fullest opportunity to express their opinion, make a contribution, and discuss and be counseled on their self improvement and their goals. Further, the programs should require supervisors to report regularly on their progress toward the program objective.

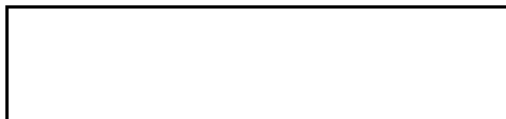
b. The Chairmen of the respective Career Panels be directed to inform each SL careerist for which their Panels are responsible of the criteria, procedures, and practices used in Panel deliberations. Such information should clearly point out that the Panels are not totalitarian, but are recommending groups whose recommendations are subject to review and final determination by the Division or Staff Chief involved and the Career Board Chairman.

c. The Logistics "open door" personnel policy be extended to include the Career Panels so that employees may feel free to contact their respective Panels whenever they have career matters which they feel should be brought to Panel attention.

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d. Office of Logistics Division and Staff Chiefs be directed to review delegated authorities at all internal levels with a view toward delegating more authority downward through their management channels.



Chief, Planning Staff, OL

4 Atts

Distribution:

Orig & 1 - Adse

1 - OL/PS Official

OL/PS: jw (4 December 1972)

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Attachment A

QUESTIONNAIRES RECEIVED

A total of 84 questionnaires were received with Panel distributions as follows:

<u>Panel</u>	<u>Qty. Recd.</u>
E	15
L	4
M	8
P	2
R	3
S	22
X (Non-OL Panel)	2
Unidentified	28

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TAB

Attachment BPERSONNEL AND TRAINING QUESTIONS

## A. Summary of "Yes" or "No" and multiple choice questions and responses:

<u>Question</u>	<u>Total</u>	<u>Responses</u>	
		<u>Yes</u>	<u>No</u>
1. Your fitness report rating - objective?	80	71	9
2. Were you objective in rating subordinates?	67	64	4
3. Favorable reaction from your subordinates on rating?	68	61	7
4. Does your supervisor let you know how you are doing?	77	52	25
5. Do you let your subordinates know how they are doing?	68	58	10
6. Free to discuss professional problems with your supervisor?	81	72	9
7. Free to discuss personal problems?	80	62	18
8. Are personal problems of subordinates of concern to you?	70	66	4
9. a. At the proper grade?	44		
b. Overgraded?	0		
c. Undergraded?	38		
10. Understand OL career management system?	81	54	27

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	<u>Total</u>	<u>Yes</u>	<u>No</u>
11. Is career management system fair and adequate?	68	52	16
12. a. Know career panel members?	77	56	21
b. Known by career panel?	79	56	23
13. Job satisfaction?	83	63	20
14. a. Overworked	8		
b. Underworked	28		
c. At Capacity	47		
15. Opportunities in OL			
a. Same	14		
b. Better	37		
c. Not as good	26		
16. Opportunity for training?	80	68	12
17. Taken advantage of training available?	82	63	19
18. Is training offered helpful?	78	72	6
19. a. OL training policy liberal	66		
b. or conservative	15		
20. Technical ability to do your job?	83	83	0
21. Technical ability to progress two grades?	80	62	18

B. Summary of narrative questions and responses:

Question 22. This question asks for additional comments regarding the "Yes" or "No" questions concerning Personnel and Training. Of the 84 questionnaires returned, 44 attendees chose to respond to Question 22. While a few of the responses were insignificant, for the most part they indicated thought and sincerity. Most responses concerned the operation of the career panels, and the effectiveness of the training program in OL. With regard to panel operations, there seems to be a degree of concern that panel members might not know the people they are ranking, nor the details of the positions that the people are holding at the time, which could detract from the fairness of the ranking operation. They question the criteria used by the panels in their deliberations; suspect that time-in-grade might be an over-riding consideration ("tradition" is mentioned here); that new panels should be selected every year or two; and a general expression of uncertainty regarding the role of the panels in the Career Management process. The responses seem to correlate with and substantiate the negative responses to the question, "Do you understand the Office of Logistics career management system?".

Comments concerning training made up roughly 20 percent of the responses to Question 22 and were directed more to the effectiveness of internal training versus external training. At least four responses indicated that internal Agency or on-the-job training was more effective since it was more job related. The question of training for lower graded specialists was raised and its need was contrasted with training in management techniques which is less effective for those in special skills positions. One response raised the question of what becomes of the biographic update forms on which employees request training. Other responses pointed up the absence of training in individual cases without commenting as to why, and a rather unusual comment from an "E" panelist suggested that "a list of available courses would be very helpful to supervisors". The latter comments indicate that some degree of personal initiative is lacking.

A small percentage of responses addressed the Fitness Report. One suggested that it be changed; another that it be objective and void of personality - neither commented on how this might be done, however. One comment of significance suggested that the employee be made aware of the Reviewing Official's remarks. His theory is that he, the employee, can be pleased with his rating and the Rating Official's remarks, only to have a less pleasing comment made later by the Reviewing Official without the employee's being aware of it.

In the general area of personnel management, two participants claimed to know cases where employees spent some period of time in slots which were higher than their current grade but were not promoted into them. Another suggested that, perhaps annually, each employee be advised of his standing in relation to his peers.

Question 23. This question requests suggested additional questions that might have been appropriate concerning the area of personnel and training. Only 26 responses were received; however, they generated 31 separate suggested questions for possible use in future Log Conferences. A few of the 26 responses were in the form of general statements which could not be structured as questions.

The greatest number of suggested questions (10) relate to the OL career management system (CMS). Those questions are basically as follows:

- (1) If you do not know how the CMS works, why?
- (2) What could or should be done to clarify the CMS question?
- (3) Do you know where you stand, rankwise, within your grade within your panel?
- (4) Has any senior OL manager ever discussed with you your potential, career trajectory, etc.?
- (5) Do you feel you are adequately informed of plans for your career progress and development?
- (6) In your opinion, has the early retirement program accorded lower graded personnel better opportunities to advance?
- (7) Has early retirement had adverse effects on the OL career service (e.g., losing potential leaders who otherwise would have moved into senior management positions)?
- (8) What do you like best about the OL career service?
- (9) What do you like least about the OL career service?
- (10) Do you feel you are being fairly considered for:
  - Overseas assignments?
  - Training and managerial development?
  - Internal reassignment?

Seven questions concerned Fitness Reports, and were essentially as follows:

- (1) Do you feel the present Fitness Report system is a valid measurement of performance?
- (2) Do you think that the objective of Fitness Reporting (to make it more than a once-a-year process) is being observed at the middle and lower management levels?
- (3) Do you feel that there are supervisors who cannot express themselves well in writing Fitness Reports, dread the exercise, and consequently cause the effectiveness of the Fitness Report to be lost?
- (4) Do you, as a supervisor, follow the guidelines set forth in Form 45i in preparing Fitness Reports?
- (5) Fitness Reports should contain a question which requires the rater to state or describe the standard of performance against which the employee is being rated (i. e., an employee new in a position must be rated against a standard of performance different from that of an employee with extensive experience in that position).
- (6) Would you like to see a different format for Fitness Reports?
- (7) Do you think there is a strong tendency to mention only favorable points on the Fitness Report and to omit unfavorable ones altogether?

The following two questions were the only ones directed to the subject of training:

- (1) Have you asked for training in the past and not received it?
- (2) Are you receiving training which you consider appropriate in preparation for your advancement?

Seven questions direct themselves more to the area of general management rather than to the specific areas of personnel and training. They are listed here since they were received in response to Question 23:

- (1) Are the responsibilities of your position clearly defined?
- (2) Do you have adequate authority to carry out those responsibilities?

(3) Do you have satisfactory vertical and horizontal communication with your Division? Branch? Section?

Note: Proposed questions 1, 2, and 3 above seem to relate, in many cases, to the negative response to the "Yes" or "No" Question 13, "Do you get sufficient job satisfaction from your current assignment?". Similar inferences appear later in responses to "Organization" (Question 5).

(4) What has been the experience of OL careerists in dealing with non-OL supervisors in terms of training and career progression?

(5) Future questionnaires such as these should ask the age, grade, and level of education of the employee responding to it.

(6) Do you believe that the first and highest priority of OL is to provide good service, with cost a second consideration?

(7) Will you retire as soon as you are eligible?

Five other questions were submitted, but do not seem to be appropriate because of their controversial nature or their requirement for an unsubstantiated or impassioned opinion response. They are:

(1) Is there too much subjectivity in panel deliberations?

(2) Is there discrimination in OL?

(3) Is morale good in OL? If not, why not?

(4) Do you respect or disrespect your supervisor (up to Division level)? Why?

(5) Is there a great desire for long-term training?

TAB

Attachment C

IMAGE QUESTIONS

A. Summary of "Yes" or "No" and multiple choice questions and responses:

<u>Question</u>	<u>Total</u>	<u>Responses</u>				
		<u>Yes</u>	<u>No</u>			
1. Job reductions have reduced OL support ability?	73	15	58			
	<u>Total</u>	<u>Weak</u>	<u>Adequate</u>	<u>Proficient</u>	<u>Strong</u>	<u>Outstanding</u>
2. Rate OL support	78	0	1	13	48	16
3. How do others view OL support?	76	3	15	30	25	3
4. If outside OL, rate your support by OL.	56	4	3	14	27	8
5. Rate OL support - emergency situations.	78	0	1	5	26	46
	<u>Total</u>	<u>Yes</u>	<u>No</u>			
6. OL able to support crises?	73	69	4			
7. OL able in 5 years to support crises?	65	54	11			

B. Summary of narrative questions and responses:

Question 8. This question under the subject matter of "Image" asks for suggestions as to what might be done to maintain employee morale and a dynamic career service in the face of reduced ceilings, continuing budget cuts, and the further elimination of overseas positions. Responses were greater in number than to any other narrative question (71 responses out of 84 questionnaires received).

In general, those responding indicate that they believe "communication" is the key to maintaining morale and a dynamic career service. While responses concerning communication overlap to a degree, it is possible to place them into three basic subcategories: (1) communication from top management on the "state of affairs," (2) two-way communication between employees and supervisors regarding the employee's performance, standing, future, etc., and (3) a thought closely related to (1) and (2), communication to the employee from his career planners letting him know generally what he can expect in the future. Under subcategory (1), 15 responses were directed at, and showed appreciation for, the communication from top management. They indicate that being told the bad news of OL's personnel and budget position, as well as the good, is equally important to their morale -- perhaps because they feel more like a member of the OL family when they can share its adversity as well as its good fortune.

Twenty-three of the 71 respondents were concerned with supervisor/employee communication (subcategory (2) above). Each response here indicates that such communication is lacking since none expressed appreciation for any existing communication. Generalizing further under this subcategory of communication, employees want to be counseled; want to know how they are performing; and want to be told that they are making a contribution and are needed. Since no reference was made to Fitness Reports in these responses, it indicates that this is communication which employees desire above and beyond their annual assessment through the Fitness Report process.

Communication from career planners to employees (subcategory (3) above) was a desire expressed in 12 responses. While the thought or concern for his professional well-being and future is also expressed to a degree in the other two subcategories of responses, these 12 specifically mentioned career planning and the need of the employee to know what is being planned for him and what he might expect ahead. Careful career planning was also cited as a means to provide OL with the necessary talent which it will require in a reduced personnel environment.



Close behind "communication" as a suggested aid to maintaining morale and a dynamic career service was "training" or, as some expressed it, "self-improvement." Nineteen respondents specifically foresee internal and external training as the way to overcome the effects of personnel reductions. They believe that such reductions can be offset to a great extent through training aimed toward a highly skilled and versatile work force capable of continuing to carry out the OL mission. Fourteen other responses indicated that the job rotation program and cross training should be continued to provide additional skills and job versatility.

The remaining responses to Question 8 covered many categories of suggestions, none of which collected any dramatic number of supporters. Of some significance, however, and particularly in light of its showing up as a morale factor in other areas of the questionnaire responses, is the subject of job satisfaction. Five responses suggested that more job satisfaction might be attained by delegating more responsibility and authority so that employees could feel more a part of the decision-making process.

Six responses suggested more Quality Step Increases (QSI) during the period of reduced promotions. Five proposed that any promotions which are made should be made on the basis of merit rather than seniority. Five suggested the continuance, or even further expansion, of inducements to early retirement. Five more suggested that we rid ourselves of the "deadwood," and its traditional approaches, through a meaningful Reduction in Force.

Remaining responses which show a popularity of one or two are such suggestions as: increase the average grade in OL since each employee will be expected to do more; decrease the length of overseas tours; more TDY; publish job vacancies; provide meritorious certificates for work well done in lieu of QSI's or promotions; and one (who must have missed the first issue) in favor of an OL Newsletter listing promotions and reassignments.

Question 9. This question asks for additional comments concerning the "Yes" or "No" questions on OL's image, or areas related to image. Only 27 responses, out of the 84 questionnaires received, addressed this question. With one exception, the comments were so diverse that they cannot be categorized.

The one exception, and one upon which four of the 27 respondents agreed, is that OL's image depends to a great extent upon its individual employees. One weak employee can harm the image of other good employees, therefore, assignments must be made very carefully, particularly in those areas where contact with "the public" is a job requirement. Employees must constantly maintain a sense of service and not relax simply because an action is routine.

Other comments which had some substance but which did not lend themselves to categorization are as follows:

1. OL can do a better job of selling the professional aspects of Supply, Procurement, and Transportation.
2. In future questionnaires, questions like Number 7 ("Do you feel that the Office of Logistics is taking the necessary action to insure that it will be able to support the Agency in a crisis situation 5 years from now?") should be qualified. Respondent feels that if it is a political crisis such as the missile crisis, he could answer "yes." If the crisis is one that requires extensive paramilitary support, then he is less sure of our ability to support it.
3. Adopt more commercial personnel practices, get rid of "deadwood," and do not allow practices and philosophies of "old line" agencies to creep in.
4. Middle management needs to have more decision-making opportunity and authority.
5. Headquarters personnel do not relate to field problems, and the lack of knowledge of OL's responsibilities on the part of non-OL personnel compounds the problem.
6. Lack of innovativeness of middle managers is leading to stagnation and degradation of overall OL-mission accomplishment.
7. Since threats or rumors of personnel cuts tend to lower morale, statements of OL policy regarding plans for the future might assist in squelching unfounded rumors.
8. The OL Personnel Officer should play a larger role in communication.
9. Increase our professional support to field stations.
10. The Agency should reduce the scope of its mission so it can do the best possible job in fewer but better defined areas.
11. Too many people judge OL support on the basis of uncontrollable situations (char services, parking, etc.). A subtle public relations program might help in some areas.

12. Keep supervisory personnel advised of OL's contingency plans so that they, too, can plan accordingly.

13. Have a program where Division and Branch level officers have more rapport with offices outside OL.

14. Sincerely believe OL is doing a fine job in the face of problems which are unique to this Agency.

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Attachment DORGANIZATION QUESTIONS

## A. Summary of "Yes" or "No" and multiple choice questions and responses:

<u>Question</u>	<u>Total</u>	<u>Responses</u>	
		<u>Yes</u>	<u>No</u>
1. Greater use of computers and data has:			
a. Aided in present assignment.	31		
b. Hindered.	3		
c. Had no effect.	46		
2. OL moving in computer use.			
a. Too quickly.	1		
b. Right speed.	16		
c. Too slowly.	45		
3. Components properly organized.			
a. Division.	49	40	9
b. Branch.	48	35	13
c. Section.	41	30	11
4. OL organization allows effective coordination?	76	65	11
8. a. CCDB functions properly placed?	62	41	21

	<u>Total</u>	<u>Yes</u>	<u>No</u>
9. a. Role in developing plans, annexes, budgets:			
(1) None.	34		
(2) Small.	15		
(3) Work closely in developing.	23		
(4) Have most of responsibility.	5		
9. b. If none or small role, is it because:			
(1) Not consulted.	8		
(2) Position not involved.	43		
(3) Not qualified to contribute.	0		
9. c. Desire to contribute more to developing plans and budgets?	50	35	15
9. d. Role in administering plans and budgets?	39	24	15

**B. Summary of narrative questions and responses:**

Question 5. This question asks respondents to identify what they consider to be the major shortcomings with their present positions, their Branch, their Division or Staff, and the Office of Logistics as a whole. Fifty-three responses were received, some identifying a shortcoming with each of the four elements and others selecting only one or two elements for comment.

As might be suspected, based upon the nature of the question, most responses were critical of management to some degree at all levels, as opposed to being critical of present grade, working environment, or strictly personal considerations.

The nature of the comments in response to shortcomings raised the analysis question as to whether there might be some correlation with the negative responses to the "job satisfaction" question (Number 13) under Personnel and Training. A sample of 40 questionnaires was taken which included all 20 of those answering "No" to "job satisfaction." Of the 20 negative responses, two did not cite any shortcomings in any

of the four elements under consideration so there is no possible explanation there regarding their lack of satisfaction. The remaining 18 were, for the most part, very critical or blunt in stating shortcomings, as they saw them, pointing out such things as lack of responsibility, lack of authority, poorly defined job responsibilities, job not challenging enough, and poor employee/supervisor communication. While the other 20 questionnaires, which answered "Yes" to "job satisfaction," also cited shortcomings, their criticisms were less severe and perhaps even constructive in some instances. It would appear, therefore, that the lack of satisfaction (or "dissatisfaction," as it was unfortunately called during the conference) is not traceable so much to the general administration of the Office of Logistics as it is to a personal impatience to do a better job, make a meaningful contribution, and have a greater sense of accomplishment. Although the satisfaction of those desires is a function of management at the appropriate level, the responses do not appear to be a general indictment of the Office of Logistics.

Following are the responses, categorized as well as possible, to each of the four parts of the question:

Present Position. Management-related shortcomings include such things as: limited authority; limited role in personal management; no supervisory responsibility; responsibilities not well defined; more emphasis on errors than on jobs well done; and management which is "egghead-oriented."

Job-related shortcomings brought out: amount of detail prevents giving adequate attention to the real job; job not sufficiently challenging; not enough time to do all that needs to be done; and conversely, too much non-productive time.

Personal consideration types of comments were: no headroom; on same job too many years; graded low relative to the grades of those he deals with; grade too low for type of work; "consulted after all else has failed"; and isolated from other OL careerists. One even suggested that his job be abolished.

Branch. Management-related shortcomings were, by far, the most popular subject of comments concerning the Branch level. Of 29 specific responses to this part of the question, over 20 were critical of some function of management. Responses included such remarks as: the Branch is over-supervised; over-staffed; management bogs itself down with details; officer level engaged in non-professional work; leadership is weak; not enough authority is delegated; impersonal relationships; allowed only limited management of personnel; not enough communication with Branch subordinates; lack of interest in some aspects of Branch responsibilities; desires or suggestions are "stifled" by management; loss of expertise without replacement; and, "traditional."

The remaining comments concerning the Branch were less specific but ran as follows: needs reorganizing; undergraded; needs a better image; too much overtime required to do the job; lacks proper mix of disciplines; work area inadequate; and, poor morale because of lack of promotions and job opportunities.

Division/Staff. Management at the Division or Staff level came in for its share of criticism also. Several of the same comments as were made for Branch management were included: over-supervision; overstaffed; management bogged down with details; officer level doing non-professional work; in constant reorganization, on the one hand, and another contends it needs reorganization; not enough authority is delegated; management is impersonal; supervisors are not kept well informed regarding Division/Staff business; "always on the defensive, never on the offensive"; too traditional; and, too much review even where authority has been delegated.

Other comments included: too many diverse functions; too unstable; motivation, pride, and aggressiveness need to be improved; poor organization; need more personnel; and, need more trained personnel.

Office of Logistics. Shortcomings of the Office as a whole were commented upon by only 17 of the 53 respondents. In only two areas did more than one respondent address himself to the same subject: three suggest that OL needs a better professional image and two feel that communications need to be improved.

No attempt was made to collect the remaining 11 responses into categories. They are listed separately below:

- (1) Too much control through coordinations and approvals.
- (2) Freedom of action is restricted at lower levels.
- (3) Restructure Divisions and Division functions.
- (4) Divisional jealousies.
- (5) Divisions do not always adhere to OL policy.
- (6) Some OL personnel are "self"-oriented rather than team or mission oriented.
- (7) Too many people in OL who resist change.
- (8) "Open door" practiced in form but not in intent or effect.



- (9) Experience not given enough consideration.
- (10) Failure to put trust in younger element by not awarding more responsible jobs.
- (11) Personnel are judged by a mechanical system.

Question 6. This is a two-part question which asks, first, what the respondent feels is the most critical problem facing the Office of Logistics currently and in the future, and secondly, what should be done to overcome the problem. Sixty-six of the respondents were able to identify what seemed to them to be a critical problem, but only 51 offered a suggested solution.

Of the 66 respondents who identified critical problems, 21 are concerned with the problems facing OL as a result of the changing posture and mission of the Agency and the continuing responsibilities of OL which must be carried out in an environment of a reduced work force and smaller budgets. While the majority of responses are paraphrases of that theme, others approach it less directly by pointing out that the problem is aggravated by the "brush fire" situations and our ability to react to them quickly when, presumably, there is already a saturating workload.

Suggested solutions to the problem also follow a rather regular pattern. The consensus feels that the Agency must have a clear charter of its mission in this changed posture and that there must then be a closer coordination of plans by the operating components with the Office of Logistics. OL itself must review its procedures, eliminating those which are ineffective or of marginal effectiveness, and seek for further efficiencies. To improve the effectiveness of a smaller work force, training, cross-training, and job rotation are mentioned as means toward developing more skilled and versatile personnel.

A second level of concern is with the management gap that is being created as the result of retirements. The suggested solutions to this problem conform to what is already being done -- the development through training, cross-training, and job rotation of our younger officers and the recruiting of additional promising talent to fill in behind them. Twelve of the 66 respondents addressed that subject.

Another 12 of the 66 respondents feel that morale/motivation is our most critical problem. For various reasons, among them the cutback in promotions and the lessening of overseas opportunities, they seem to feel that career development will not be as

hopeful as it was. In addition to suggesting training, and promotions where possible, as solutions, there is a desire that they be kept honestly informed regarding their career plans, OL policies, and that OL policies be adhered to.

Other personnel problems are cited as critical. The surplus personnel problem resulting from decreased requirements should be solved through attrition and retirements. Management personnel with the inability to make decisions should solicit input from "outspoken middle managers." Middle managers who are inflexible because of entrenched opinions should undergo a program which shows them the value of change. Personnel management and staffing problems should be treated by means of staffing requirement studies to determine what the real requirements are, then seek out the good qualified people for intensive development before disenchantment sets in. Eliminate double slotting through early retirements.

Four remaining responses pointed up rather unique "critical" problems which could not be categorized above. The problems and their suggested solution are listed below:

- (1) Lack of office space in the Headquarters area can be solved by building additional buildings.
- (2) Getting timely coordinations, certifications, and approving signatures can be solved by having approving officers set aside a specific time each day for that purpose.
- (3) The communications gap among Divisions can be solved by rotating personnel through short working assignments in each Division.
- (4) Achieving a smooth transition into the computer age will require extensive testing and modeling before computer systems become operational.

Question 7. This question asks respondents to indicate where inter-Division coordination is lacking or difficult to accomplish. Only 18 responses, of one sort or another, were received to this question, out of the 84 questionnaires received. Three responded that the coordination process works well. Six others addressed the question very generally without identifying any specific problem. Responses such as the complicated coordination channels, the questionable need for extensive coordination, or that the coordination process is worthy of more attention, are the types of comments received from those six respondents. The remaining nine responses also were not substantive in that they either concern intra-Division problems (in three instances) or do not provide much insight into what the inter-Division problem might be. The responses are listed below:

(1) "Interdepartmental planning and liaison." (Ed. Note: This could mean that actions with other agencies are not properly coordinated among Divisions, but the respondent did not elaborate.)

(2) Between LSD and RE&CD.

(3) Supply Division. (Ed. Note: The respondent's panel was not indicated so it is unclear whether the problem exists in Supply Division or between Supply Division and some other Division.)

(4) Procurement Division and Procurement Teams.

(5) Supply Division, Procurement Division,

STAT

(6) General project follow-through by all Divisions concerned from project start to finish.

(7) Supply Division and Stock Control (Intra-Division).

(8) CCDB and IDSS (Intra-Division).

(9) "Within and between Branches." (Ed. Note: Respondent is a member of "L" panel.)

Question 8. First, this question asks whether all of the functions of CCDB are properly placed in one Branch, and if the answer is "No," then which functions should be transferred and where.

Sixty-two out of the 84 respondents addressed this question. Forty-two of the 62 felt that the existing functions are properly placed in CCDB. The remaining 20, who felt they are not properly placed, responded in a somewhat mixed fashion. Six said that the follow-up with vendors and advice of status to customers should be a function of the element handling the procurement (PD, IDSS, or SPU). Four others did not address the follow-up/status function, but feel that the determination of procurement method and source should be a responsibility of Procurement Division. The reasons given are that procurement details should be handled by procurement personnel.

Two other respondents feel that the determination of availability from stock (or source, if it is a procurement item) should be the responsibility of commodity managers. The reason given is that this would allow commodity managers to have early information concerning repetitive buys and help in their decision to stock or not to stock an item.

Other responses had the whole CCDB operation (or parts of it) going to Stock Control Branch, or the follow-up function established as a separate office. Five respondents did not really address the question but chose to comment on the competency of the operation, its workload, or the feasibility of computerizing it.

Question 10 asks what functional reorganization within OL would improve the Office. Twenty-one of 84 respondents addressed this question, with a myriad of suggestions.

Four respondents, who apparently had advance information, recommended a reorganization of functions between LSD and RE&CD. Two others felt that SD and PD should be amalgamated to eliminate overlapping responsibilities.

Three responses addressed procurement functions from the standpoint of where they are performed and suggested that "all procurement functions" should be performed in PD; that SPU should be part of PD; and that PD and the Procurement Management Staff should be combined.

Three recommendations concern Supply Division. One, that Supply Management Branch should be reorganized. Related to that was a second recommendation that the functions of commodity managers and catalogers be combined in order to provide a better and more efficient cataloging/supply management product. The third suggests that requisition editing, which is now done in part by CCDB, Cataloging, and Materiel Support Section/OC, be combined into a single element for efficiency.

Other recommendations called for the establishment of a Task Force to study Division structures, functions, and staffing; establishment of a separate OC procurement team; break with the traditional organizational concept of Division/Branch/Section, each with its Chief and Deputy, since that structure is not always justified; establish an "Assurability Branch" to take care of the T&I of items which the  T&I Shop cannot or will not handle; modernize the General Procurement Branch; and, to insure that things are running smoothly, the Director of Logistics should have the equivalent of an Inspector General assigned to his office.

Four other responses did not really address the question and those comments have not been included here.

Question 11 asks for additional comments concerning the questions on "Organization" or areas related to "Organization." Only nine persons chose to address that question. Because no response related directly to another, each is set out separately below:

(1) Rename Divisions to conform more to their actual functions, e.g., LSD to Headquarters Commandant or Headquarters Services Division; Supply to Supply and Services Division (services being transportation, liaison, inter-departmental procurement, etc.); and RE&CD to Facilities/Engineering Division.

(2) The questions are hard to relate to positions outside of OL headquarters (Ames).

(3) Review computer output. Changes are needed if OL/PD is to be helped.

(4) OL Personnel representatives should talk individually with OL people at least once each year.

(5) The questions are good but more stress should be put on "job satisfaction."

(6) Have been away from Headquarters for 8 years, so answering some questions would be of little value. (Ed. Note: True to his word, he answered only one narrative question -- to state that he has a less than challenging job.)

(7) Need a better reference library.

(8) Automation is feared and resented, consequently use of automation in the inventory system has not moved forward.

(9) Perhaps a need for a Log Orientation program every few years to let people know what OL has changed over the past decade. (Ed. Note: Obviously an individual who wants to keep right up to the minute on what is going on.)

Question 12 asks for suggested additional questions which might be appropriate to the subjects covered under "Organization." There were only four responses to this question and they are set out below:

(1) How can communications - up, down, and laterally - be improved?

(2) What gives you job satisfaction?

(3) Have you been delegated the necessary authority to accomplish your job most effectively?

The fourth response was in the nature of a comment rather than a suggested question. He states, "These are not 'spur of the moment' questions," apparently meaning that he would have preferred to have more time to answer.